

Participant SOG's MANUAL







A NOTE OF THANKS

Rowan Community Response Team (CERT) program would like to thank The State of North Carolina for providing grant money for training and equipment for CERT teams in Rowan County. Thanks also to Cathy Henry of the NC Crime and Public Safety and to The City of Concord for their CERT materials.

DISCLAIMER

Disasters are by nature sudden and unpredictable, it is therefore impossible to accurately forecast a disaster or its consequences. The City of Salisbury Fire Department and Rowan County have made reasonable efforts to ensure the accuracy of this book. The City of Salisbury Fire Department, Rowan County, and its employees assume no responsibility for any injury or damage resulting from the use of this book or the products or methods recommended. The information provided is solely an attempt to educate the public on the subject of disaster preparedness and response. Users do so at their own risk.

SINCERE GRATITUDE

The City of Salisbury Fire Department and the Rowan County LEPC expresses its sincere gratitude to its citizens, employees, and businesses who work together to make our community a better place to live.

Table of Contents

WELCOME TO THE ROWAN COUNTY CERT PROGRAM	5
PROGRAM BACKGROUND	6
CERT PROGRAM RULES AND REGULATIONS	8
CERT ACTIONS IN A DISASTER	9
NEIGHBORHOOD CERT STRUCTURE	11
THE INCIDENT COMMAND SYSTEM	12
TEAM DUTIES	14
SEARCH & RESCUE TEAM	16
GUIDELINES FOR SEARCH AND RESCUE	17
RESCUER SAFETY	19
FIRST AID, MEDICAL AND PSYCHOLOGICAL SUPPORT TEAM	20
SAFETY AND UTILITIES TEAM	22
SPECIAL NEEDS, SHELTERING, SUPPLY TEAM	25
COMMUNICATIONS	27
DAMAGE ASSESSMENT COMMITTEE	29
PRELIMINARY DAMAGE SURVEY FORM	31
LOGISTICS OFFICER	32
CERT APPLICATION FORM	34
MEMORANDUM OF UNDERSTANDING	35
DAMAGE ASSESSMENT SURVEY	37
GROUP STATUS SHEET	39
MESSAGE FORM	40
INCIDENT STATUS BOARD	41
LOCAL RESOURCES AND CONTACT INFO	42

WELCOME to the Rowan County CERT Program

The Rowan CERT program is based on the realization that a cooperative effort between a County and its Citizens is the *only* way to prepare for major disasters.

Major disasters stretch city responses to their limits. It is estimated that regular emergency services will be unable to respond during the first 72 hours following a major disaster, such as a hurricane. The number of people who will need help, and the inaccessibility of many neighborhoods due to damage will prevent immediate aid.

If individuals and their neighborhoods are prepared to mutually assist each other during these critical hours, lives can be saved, property damage reduced, and emergency services can be freed to respond to the most devastated areas.

The CERT program's overall purpose is to enable neighborhoods to be self-sufficient for a minimum of 72 hours following a major disaster. This will be accomplished by:

- 1. Organizing block groups into six disaster response teams: communications, damage assessment, first aid, safety & security, light search & rescue, and sheltering & special needs.
- 2. Utilizing the skills and knowledge the neighborhood currently possesses.

While the overall purpose of the Rowan CERT program is to teach neighborhoods self sufficiency during times of disaster, preparedness efforts must also focus on individuals and families in their homes. A city whose population is prepared at home will see a significant reduction in the need for police, fire, and ambulance support. Citizens can act with coordinated efforts which will greatly enhance the efforts of emergency response agencies.

We invite your neighborhood to become part of the Rowan CERT Program. You can help prepare our community for when disaster strike

Program Background



CERT promotes a County/Citizen Bond as the only way to effectively manage and prepare for emergencies. Neighbors, (citizens and employees), helping neighbors has long been the foundation of our community and has lead to the unique relationship our community has today.

CERT is an outgrowth of the Federal Emergency Management Agency, Emergency Management Institute program-Community Emergency Response Team training and the North Carolina Division of Emergency Management.

The United States publishes the Federal Response Plan as its official plan of action in response to disasters. In support of the Federal Response Plan the State of North Carolina publishes the Emergency Operations Plan which is supported by the Rowan County Emergency Operations Plan.

The Rowan Local Emergency Planning Committee (LEPC) is responsible for the Emergency Operation Planning for Rowan County. The Committee meets quarterly and is composed of local emergency response agencies representatives and local industry.

In 1989 Hurricane Hugo struck our area after traveling 200 miles inland and in 1997/1998 the area experienced the effects of extremely strong El Nino. Studies conducted after Hurricane Hugo stated that "emergency plans must find ways to incorporate citizens, a tremendous resource, and find ways to increase citizen participation." Neighborhood contacts or teams to help emergency response agencies were also recommended. In essence government must find ways to incorporate and to legitimize citizen involvement in emergency response.

A local result of this was the Community Emergency Response Team concept. First established in Los Angeles, California, the concept has spread nationally. Different geographic areas adopt the core of the program and make the appropriate changes to meet their needs are confirmed by their risk analysis.

In the Rowan CERT program, CERT teams are expected to be coordinated at the neighborhood or team level by a designated civilian team leader. This team leader is selected by the members of the team and will act as the official liaison between the neighborhood CERT and the Rowan County Emergency Services Management designated point of contact.

CERT Teams will be developed based on geographical boundaries of existing neighborhoods and will incorporate existing crime watch groups when possible. Local businesses may also elect to form teams, (BERT). CERT' team names will be designated by using the local sub-division name given to the area that the majority of the members live in and would respond to.

If a team does not exist in a neighborhood, but citizens wish to attend the CERT class and participate in the program they can and should participate as part of the nearest team until such time as a new team is formed in their neighborhood. When a new CERT is formed these citizens can act at the catalyst for the new team.

CERT courses will be offered to the citizens of Rowan County on a cost free basis. CERT program members will be issued CERT equipment by the Rowan County Emergency Management Services upon completion of the designated training courses. This equipment will remain the property of the Rowan County CERT Program and is to be considered on "loan" to the CERT member. If a member leaves the

program it is their responsibility to turn in all issued Rowan CERT equipment in good working order. Equipment that is damaged in the course of normal CERT activities will not be held against the CERT member.

Nothing in this program will grant any citizen member of the CERT program any special authority to act as a Law Enforcement Officer, Fire Fighter, or Emergency Medical Service Personnel.

Current CERT personnel may be authorized to enter into restricted areas during a disaster upon presenting their issued CERT identification card. Entry into such an area will be for official reasons and with the approval of local Emergency Response Personnel on the scene. A CERT identification card is not intended to nor will be used as a free pass to enter into restricted areas if there is not a requirement for the services of that CERT member in the specific area.

The Rowan CERT program is designed as a pro active program in response to Federal, State, and local emergency response plans and as an efficient means of preparing citizens for disaster.

CERT PROGRAM RULES AND REGULATIONS

1 YOU ARE NOT A POLICE OFFICER OR FIRE FIGHTER.

You are simply an extension of the Fire and Police Departments response to a catastrophic disaster when urgent circumstances exist and when directed by policy or verbally directed to respond.

2. YOU ARE FORBIDDEN TO CARRY GUNS, KNIVES, STICKS OR OTHER WEAPONS.

You have been trained for immediate disaster response and there is no need, place or legal authorization for you to carry or use any of the above. To do so will jeopardize your own safety and the continued existence of the CERT Program in Rowan County.

3. YOUR FIRST RESPONSIBILITY IS TO YOURSELF AND YOUR FAMILY.

When a disaster occurs your first responsibility is to ensure your own safety and the safety of your family. You should not venture out on your own to start Search and Rescue Operations.

4. CONTACT YOUR CERT LEADER.

If a disaster occurs such as a Hurricane, Tornado, plane crash, etc..., after ensuring that you and your family are safe you should contact your CERT leader for additional instructions and directions. Your CERT leader is your point of contact for Fire and Police Departments. Do not attempt to contact the Fire or Police Department directly unless a life threatening emergency exists.

5. IF YOU CANNOT REACH YOUR CERT LEADER.

If you are unable to reach your CERT leader due to disaster damage, respond to your pre-designated rally point for your neighborhood CERT. Only do this when it is safe to do so, do not leave a place of safety during a storm.

6. BRING ALL OF YOUR ISSUED CERT GEAR.

When functioning as a member of the Rowan CERT team you should always have you're issued CERT equipment with you and display your CERT identification card on the outside of your clothing.

7. STAY WITHIN THE SCOPE OF YOUR TRAINING.

You are required to always stay within the scope of your disaster training. You have been trained based on the curriculum of the Federal Emergency Management Agency's Community Emergency Response Team program. You are expected and required to stay within the scope of your training and certification.

8. STAY WITHIN YOUR LIMITATIONS.

You are required and directed to stay within your limitations when responding as a member of a CERT team. Limitations may be determined by, but not limited to, equipment available, physical abilities, knowledge, authority, etc...

CERT ACTIONS IN A DISASTER

The following will present the actions that should be taken by members of the ROWAN Community Emergency Response Team Program in the event of a disaster. Some of these items will vary with the Fire and Police Departments response to a catastrophic disaster when urgent circumstances exist and when directed by policy or verbally directed to respond.

1. Ensure that you and your family are safe.

This is your primary responsibility before attending to the needs of others and the community.

2. Locate your CERT issued equipment.

Keep this with you at all times. All CERT equipment should be stored together in one place so that it can be easily located when an emergency occurs. Remember that most disasters do not come with a warning. You also need to occasionally check and/or restock your CERT equipment (batteries, food snacks, etc...). Ensure that you have your CERT identification card with you.

3. Contact your CERT Leader.

Attempt to contact your designated CERT team leader for your neighborhood. If you can not contact the CERT leader attempt to contact other CERT members on your phone list.

4. Follow the directions provided by the CERT Leader.

If designated to contact other members then do so at this time. Be sure to pass on the information to them as accurately as it was provided to you by your CERT team leader.

5. If you can not reach your CERT leader.

If you can not contact your CERT leader or other members of the CERT due to disaster damage, first check to ensure that it is safe to leave your residence. If it is safe to travel then proceed directly to the pre-designated rally point for your team. Each team will have a primary and secondary rally point designated. If the primary location is not usable due to damage, flooding, etc., proceed to the secondary point and await the arrival of other members of the team.

6. DO NOT start out on your own.

The CERT program is a TEAM effort and is not intended to be performed as individual skill or activity. This does not prohibit the emergency assistance of a neighbor that is next door or across the street if health and safety are involved.

7. Complete a Group Status Sheet.

After the group has been formed at the rally point, the CERT leader or designee will complete a Group Status Sheet, (see attachments) showing all CERT personnel that are present. The team leader will then contact Rowan 911 Communications Center via telephone, (704)638-3111 and advise:

- CERT team name;
- Name of team leader and call back number, (cellular, etc..);
- Location of that the team has assembled;
- Number of CERT personnel on scene;
- Status of personnel on scene, (injuries, etc.)
- Immediate threats to life or safety observed in the neighborhood.

8. If there is no telephone contact with Rowan 911 Communications Center.

Designate two members of the team to make contact with the Fire or Police Departments. This will be used only if contact has not been made by a Police or Fire Department representative at the designated rally point. This should be done as a last resort to make contact for further instructions. If this is done it will ALWAYS be done as a group using two able bodied members of the team.

9. Conduct neighborhood survey.

Conduct a neighborhood survey for damage, fires, emergencies, etc...

The following should be documented in writing using the provided CERT forms and then reported back to the Communications Center or Emergency Operations Center. The CERT will complete DAMAGE ASSESSMENT SURVEYS, (see attachments) for each assignment. A written record must be kept of all activities. This form should be completed in duplicate to allow the team to keep a copy and a copy turned into the Emergency Management Representative for Rowan County.

10. Incident Status Record

This form should be completed for all activities when the team is in the response mode vs. the damage assessment mode (see attachments). This form should also be in duplicate.

11. Document All Messages

All formal messages passed between the CERT and the Communications Center or the Emergency Operations Center should be documented on a Message Form, (see attachments). This allows for the verification and/or clarification of messages that are passed to and from the team in the field. Messages may be passed in person, by land line telephone, cellular telephone, amateur radio, by CB radio or any other means required to pass the information along to Rowan County Communications or the Emergency Operations Center.

CERT teams are highly encouraged to use amateur radio to pass traffic to and from the CERT teams in the field.

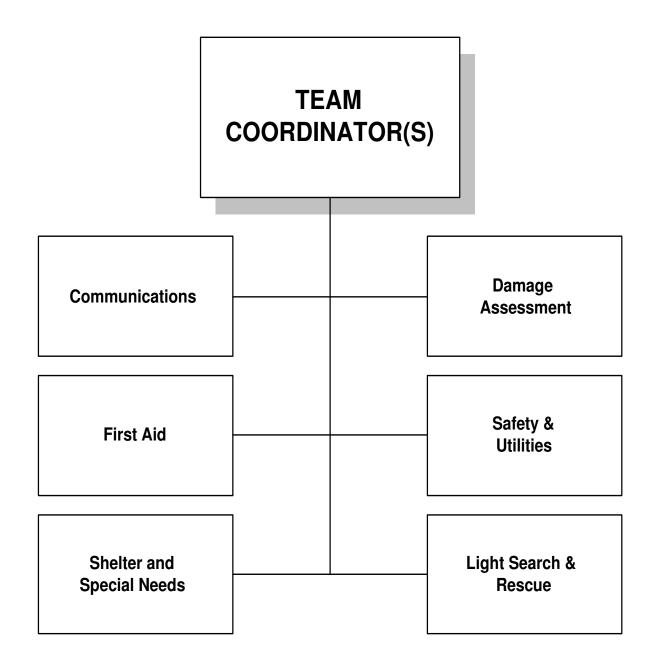
12. Track Personnel at All Times.

It is the responsibility of the CERT Leader to keep track of his or her personnel at all times. It is also the responsibility of the CERT team leader to ensure that the team takes appropriate rest breaks, receives proper nourishment and drinks enough fluids (alcoholic beverages are strictly forbidden) during a disaster response.

13. Monitor for Incident Stress.

CERT leaders should monitor their members for signs of Critical Incident Stress and should report the first indications of it to Rowan County Emergency Response Personnel. If a member of the CERT starts to suffer from Critical Incident Stress Syndrome, the team member should be removed from the environment, assigned another member to monitor them, and allowed to relax. This member is not to be placed back into the field until properly screened by a Fire/Rescue representative trained in CISD.

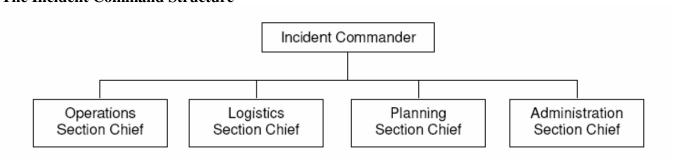
Neighborhood CERT Structure



The Incident Command System

Fire and law enforcement personnel to manage emergency operations use the Incident Command System. It has been proven time and time again to be a dependable and efficient system of operations management. CERT's are part of the "Operations" function of the ICS, as shown in the figure below. In a disaster situation, CERT's may be working on their own for an indeterminable period of time until emergency units arrive. Once they do start to arrive, CERT's will work under the "Command" of the ranking officer and provide the information and manpower needed to stabilize the neighborhood.

The Incident Command Structure



"Operations" is one of four general functional areas that the Incident Commander uses to accomplish his goals; besides Operations there are Logistics, Planning and Administrative Coordinators that handle various aspects of the Incident.

Leadership

A neighborhood planning group needs a coordinator, co-coordinators, or a steering committee. Each of the response teams should have a leader and team members. There should be established a progression of who will be in charge for each team and for each coordinator. For example, if a particular team leader is not present, who should take their place after a disaster?

NOTE: If your neighborhood group is not large enough to have full teams, it should have, at a minimum, an overall coordinator and leaders for each team.

Even if you never have enough active people to staff all the teams fully, keep your basic organization in place. Experience has shown that after a disaster, people will want to pitch in, and you will have jobs to which they can be assigned. Experience also suggests that not all team members will be there immediately after a disaster, so make sure you have identified a "line of succession" or know what jobs you can assign to other volunteers.

Organizational structure has no magic formula. An overly rigid structure can create problems for your group operations if you plan heavily for a specific disaster and another hits your neighborhood. A flexible approach allows each group to determine how best to solve its problems and meet the needs of the neighborhood.

Neighbors Who Don't Participate

It would be ideal to have all households in the neighborhood in the preparedness groups before an event, because they will all be involved after the fact. However, some people will avoid your group for various reasons:

Shyness and Timidity
Fear of letting others find out "Family Secrets"
Lack of time and energy
Misunderstanding your group's goals and activities
Personal issues

What to do?

Keep letting them know what your group is up to and when the next meeting is scheduled.

Have various neighbors contact them to explore ways to draw them into participation.

Always provide for them in your plans and for post-event activities.

Above all make sure they know they are welcome and encourage them to learn family preparedness.

TEAM DUTIES

COORDINATOR(S)/STEERING TEAM

Primary Responsibilities

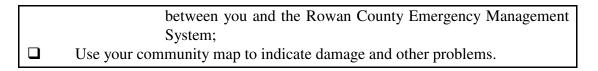
- Provide overall coordination of the neighborhood plan before a disaster
- Help the neighborhood teams complete their "Before" tasks
- Set up CERT Command as a base of operations and information center for the neighborhood
- Organize the CERT program in the neighborhood
- Activate the neighborhood plan and deploy all Teams to respond to the disaster.

BEFORE

<u> </u>	Invite each family in the neighborhood to participate in CERT. Encourage them to serve on a committee; Work with team members to develop a neighborhood plan for disaster response;
	See that every household, whether in the group or not, has a family disaster plan;
	Have as many households as possible fill in a skills and resource inventory list;
	Assign people to teams in which thy have an interest and expertise, and coordinate training and special needs;
	Maintain a Special Needs List;
	Plan and Schedule meetings;
	Provide Rowan County Emergency Management with an updated team
	roster after every change;
	Assure that every household has the OK/Help communications card.

AFTER

TAKE CARE OF YOURSELF AND FAMILY FIRST. Remember your		
safety is important. Be alert, cautious and watch for hazards;		
Dress appropriately for the weather and hazardous conditions;		
Designate the neighborhood command center and begin gathering information;		
Meet with team leaders as they show up and brief them as they start forming		
their teams;		
Assign members and volunteers to Teams that are short of personnel;		
Appoint a "Logistics Officer" to determine what resources are available and		
coordinate requests for usage;		
Appoint someone to coordinate the paperwork you will need to properly		
document overall activity and damage reports;		
Verify that all major problems are reported to the Emergency Management		
System;		
Coordinate with Emergency Response Units when they arrive. Once an		
emergency response official of a Rowan County Emergency		
group arrives, he/she will take command or act as a liaison		



The individuals that choose to be in the CERT Command Center must be able to deal with numerous problems simultaneously. This is truly a job for the "strong at heart".

The best type of individual for this position is one that has some management experience, understands how to deal with the stress of handling multiple problems simultaneously and is able to prioritize those problems. They must understand people and how they are treated under stressful conditions. The wrong person in this position can create havoc among the teams and a lack of organizational skills could defeat the intent of the CERT Command Center.

SEARCH & RESCUE TEAM

This team should try to become familiar with the type of rescue problems they may have to deal with. The team must understand that the safety of their members comes first. Go to other team member's home after the event and make sure there is not a rescue problem there. As you move through the neighborhood determining rescue problems, you may be able to gather other volunteers to help with your duties or assign them to other teams.

Primarily Responsibilities:

- Searching each home to determine the well being of your neighbors
- Rescue those trapped or injured
- Help with transport of the seriously injured to the nearest treatment area.

BEFORE

	Identify the kinds of rescue problems you could encounter in your area and
	equipment needed;
	Practice search techniques, using the buddy system, in the dark or blindfolded.
	Contact the Salisbury Fire Department to use their training tower; Set up exercises with your group that allow them to practice the various patient
	carries and the types of precautions to take when moving a
l _	victim;
	Design an area map which sections the neighborhood into three or four areas to
	make it easier to systematically search the area;
	Make a list of your neighbors so it can be determined if anyone is missing after
	a disaster;
	Identify, collect and store tools that can be used to search homes and rescue
	anyone who may be trapped or injured, (e.g. crowbars/pry tools,
	cribbing, rope, chain saws, etc);
	Reinforce the building marking techniques you will use to show a house has
	been searched, what you found and where the utilities are
	located.

AFTER

Take care of yourself and your family first, remember your safety is important,	
Be alert, cautious and watch for hazards;	
Dress appropriately for the weather and hazardous conditions. Wear Protective	
clothing, sturdy shoes, leather gloves, hard hat, goggles and dust	
mask;	
Report to the CERT Command Post and get your team assignments and team	
mates from CERT command;	
Check each house in your assignment area. Use a list of neighborhood	
residents to determine if anyone is missing, and talk to other	
people about their neighbors;	
Check homes of anyone that is missing, any homes displaying a "HELP" sign,	
and homes not displaying an "OK" sign.	

Do a preliminary damage assessment as you walk through the neighborhood if
there are no Damage Assessment members available;
If your list shows a house with a Special Needs resident, meet "face to face"
with that person and determine if special help is needed. If so,
notify CERT Command;
KEEP A LIST OF PEOPLE WHO ARE UNACCOUNTED FOR!!!
Keep a log of all homes searched. Record the address, what you did or if was
OK, the extent of damage, if any, and include the date and time
of your actions;
Mark each building that has been searched so that it does not have to be
repeated.

Guidelines for Search and Rescue

- Never conduct a search or rescue alone. Work with a partner, plan the search, and do not wander aimlessly.
- 2. **Size up each house before taking any action**. Look for Help or Ok signs. Then, knock on the door, if no one answers, conduct a perimeter search to see if the occupant is available and to try and determine what you may be facing when you must make entry.
- 3. **Feel the top and bottom of the door** before you enter a structure with the back of you hand. **IF IT IS HOT, DO NOT ENTER!!** If it is cool, cautiously open the door. Repeat this process every time you encounter a closed door.
- 4. **If the door cannot be opened** due to damage, determine if there is a safe alternative to making entry or if entry is even an option.
- 5. While still in the doorway, call out loudly, "Is anyone here?" Listen for a response. If you don't get an answer, shout, "Rescue Team! Is anyone here?" Repeatedly as you move throughout the structure. A frightened occupant may be armed and waiting. If you know the occupant's name, use it when you call. Listen carefully between your calls for the sound of crying, moaning, thumping, banging or other noises that may indicate that someone needs help. If someone does answer you, ask them to tell you where they are and what type of help they need.
- 6. **Be very aware of signs that a dog may be in the structure**; food and water dishes, bed, rubber toys, and of course barking or growling. A residence with a large dog may have to be left to emergency responders before a search can be attempted. Treat this as you would a structure with "Heavy Damage", and write "DO NOT ENTER LARGE DOG" on the most obvious surface.
- 7. **Smell for smoke, gas or electrical odor**. If you smell gas **DO NOT ENTER!!** Open as many windows and doors as you can without going inside. Locate the gas meter and turn it off, then wait until you no longer detect the odor before entering. **If you smell smoke or electrical odor**, be extremely careful if you choose to continue your search. Opening the door to a room full of smoke can cause a phenomenon known as a "back draft" where a

- smoldering fire inside finally gets the air it needs and explodes in flames due to the amount of carbon monoxide in the room.
- 8. Once you determine to search the interior, **Mark the door or outside wall** most easily seen from the street with a \ to show that a search is in progress.
- 9. Once inside of the structure, **constantly look around and above you** for potential hazards including broken glass on the floor. Stay low and constantly communicate with your teammates. Systematically search each room and pay special attention to "hiding places" under beds, inside closets, under stairs, and inside bathtubs and showers.
- 10. **If it is dark when you are performing your search**, use your flashlight to "sweep" each room before you enter. This will prevent you from encountering hazards like holes, fallen beams or fixtures, and glass. If it is dark and you have no flashlight, only search the structure if you know for a fact that someone is in distress inside. Then you need to use a "left or right hand wall search" **WITH A PARTNER**, and you should have a rope tied to one of you with a "Sentry" at the nearest exterior door holding the other end. In the absence of a Sentry, tie the rope to something just outside the door; this way a passing Team may be able to see what is happening and stop to help. If you don't have a rope and/or a partner, it is not recommended that you enter the structure at all **GET HELP!!**
- 11. **If you find a victim**, determine, to the best of your ability, the nature of their injuries. If no spinal injuries are evident, move the victim to the first aid providers for assessment.
- 12. **When you have done your search**, don't forget to draw another diagonal line which crosses the previous line you drew, creating an **X** on the front of the structure, and make any other appropriate notifications there. Document your actions and move on. When marking a property, use common sense about what you use. A can of red spray paint on a house with no damage is not going to make the owner very happy when they return, use chalk or some other writing instrument that can be washed off with soap and water. It won't make a lot of difference what is used on a heavily damaged structure.

Rescuer Safety

If a rescue attempt appears to be or is obviously beyond your physical capacity or skill - DON'T DO IT!! You can seriously injure yourself, or worse, put other rescuers at unnecessary risk. The question to ask is always "Is it safe for CERT members to attempt this rescue?" Answers to this question relate primarily to the degree of structural damage, and shown in the following table.

Degree Of Damage	Should Rescue be Attempted	
Heavy	NO. Too dangerous to enter. Secure the perimeter and control access to the structure.	
Moderate	Perform only quick and safe removals; limit on site medical to breathing, major bleeding, and treating for shock. Minimize the number of rescuers inside the structure.	
Light	Yes. Locate, triage, and prioritize removal of victims to the designated treatment area.	

REMEMBER: There is no golden rule for risking your life to rescue others. If your attempts are obviously beyond your physical capacity or skill, you may lose your life, and endanger others coming to your aid. <u>SOMETIMES IT TAKES WISDOM AND COURAGE TO WAIT FOR HELP.</u>

FIRST AID, MEDICAL AND PSYCHOLOGICAL SUPPORT TEAM:

Primary responsibilities:

- Set up a first aid station in the neighborhood
- Provide physical and psychological first aid to neighbors who need it
- Identify neighbors who need professional medical care
- Identify, collect and store basic and creative first aid supplies for the neighborhood

BEFORE

Identify, collect and store basic and creative first aid supplies for the		
neighborhood.		
Identify two neighborhood locations that could be used as first aid stations.		
Identify the nearest medical facility to your neighborhood.		
Identify neighbors who have first aid , CPR or other medical training and skills.		
Work with the Special Needs Team to identify neighbors who have special		
medical needs and record this.		
Develop a strategy of interacting with other committees and prioritizing disaster		
response activities.		
AFTER		
Take care of yourself and family first. Remember your safety is important. Be		
alert, cautious and watch for hazards.		
Dress appropriately for the weather and hazardous conditions. Wear Protective		
clothing, sturdy shoes, leather gloves, hard hat, goggles and dust mask.		
Report to the CERT Command Post and get your Team assignment and team		
mates from CERT Command.		
Set up a Medical Treatment area near the Command Post to treat "walking		
wounded that are attracted by the activity. Establish an area, possibly in		
someone's home, to treat psychological victims. It should a place that is		
quiet and out of the weather.		
Medical teams should work in the same area as the Light Search and Rescue		
Teams, and set up centrally located, "Immediate", and "Delayed"		
treatment areas where appropriate.		
Wash hands before and after giving care. Wear latex or rubber gloves when		
treating anyone who is bleeding.		
Find and treat injured people in your assignment area. If someone is seriously		
injured, determine if there is a nearby hospital that is functional and if		
transport there is possible. If none is available, call for someone with		
more medical training than you through the Communications Team.		
Care for any victims with Special Needs or notify CERT Command that you need		
"Special Needs Team" if one is available.		
Keep a log of all people treated. Record their name, address, what you did, what		
was their response to treatment and include the date and time of your		
activities.		
Communicate all information to CERT Command ASAP.		

Psychological First Aid

Individuals often exhibit unusual behavioral and emotional responses following a disaster. Some symptoms are: fear, powerlessness, fatigue, irritability, sleeplessness and hyperactivity.

Regardless of age, people have a need to retell an upsetting or dangerous incident in great detail to anyone who will listen. Allowing those who have survived a disaster to retell their stories helps them to regain a sense of control.

Adults and **children** need to recount the disaster from their viewpoint. When this happens, listen carefully. Pay attention to the person's words, actions and facial expressions.

Most people are fearful when they do not understand what is happening around them. Every effort should be made to keep them accurately informed. This helps to relieve anxiety.

Everyone should be encouraged to participate in the neighborhood recovery effort. Giving a person a simple task to do help eliminate powerless feelings.

SAFETY AND UTILITIES TEAM

Primary Responsibilities

- Using a neighborhood map, check and if necessary, shut off the gas, electricity and water at each house in the neighborhood.
- Identify and rope off hazardous areas.
- Confine stray pets.
- Remove debris from the street so emergency vehicles can drive through the area.
- Coordinate the evacuation of the neighborhood when necessary.

BEFORE

Design a neighborhood map that identifies the location of each home's utilities (gas meter, electrical circuit box, fuse box, and water valve). Divide the street into three or four sections to make it easier to systematically check each home.
Collect and store tools in the neighborhood that can be used to turn off utilities,
(e.g., crescent wrench, utility tool).
Test all gas and water valves in the neighborhood to make sure they are not
frozen or shut. (Warning! Shutting off gas supply may require re-lighting
of gas appliances in the structure.)
Draw a map indicating the best evacuation route(s) for your neighborhood and
the quickest route to the nearest school and fire station. Share the map
with your neighbors.
Develop a strategy of interacting with the other Teams and prioritizing disaster response activities.
response activities.

AFTER

	Take care of yourself and your family first. Remember, your safety is		
	important. Be alert, cautious and watch for hazards.		
	Dress appropriately for the weather and hazardous conditions. Wear protective		
	clothing, sturdy shoes, goggles, dust mask and latex or rubber gloves.		
	Report to the CERT Command Post and get your Team assignment and team		
_	mates from CERT Command.		
	The Safety & Utilities Teams should work in advance of/or with the Rescue		
	Teams, and assist them in determining whether a structure is safe to		
	enter. Identify structures with safety problems and mitigate those		
	problems when appropriate.		
	Rope off and/or mark all hazards such as downed power lines, fallen trees, etc.		
	Extinguish small fires where necessary		
	Keep a log of all hazards encountered and structures inspected. Record the		
	address, the hazard, if any, your actions, and include the date and time of		
	your actions.		
ln	Do Primary Damage Assessment as you work your way through the		
	neighborhood.		
	Caution residents about re-entering damaged homes or homes where some		
	other hazard makes them unsafe.		

	Communicate all information to CERT	Command ASA
_	Communicate an iniviniation to CEIX I	Commanu ASA

The long term function of this team will be to constantly monitor the neighborhood for actual or potential hazards; and to properly mark and/or otherwise warn the residents in the area.

Yellow or "Day-Glo" survey tape is a good tool for team members to have available to "rope off areas that are hazardous." People may still be in shock from the event will not pay attention, or may not recognize otherwise obvious safety hazards. Consider using a wheelbarrow to transport your heavier equipment, such as extinguishers, chain saws, etc...

If you must fight a fire, and it is small, call for help and fight it. If, however, the fire is large, or "gas fed", evacuate the structure and close all doors. If the phones are still working try to call 911, but in any case, make sure CERT Command is made aware of the problem. <u>UNDER NO CIRCUMSTANCES SHOULD</u> ANYONE ENTER A BURNING BUILDING TO SAVE PROPERTY OR PETS.

Strategies for Damaged Structures

Strategies for Damagea Strateares			
	Light	Moderate	Heavy to Total
plaste	ficial damage, broken windows, fallen r, garage door intact, less than 50% of es/roofing material gone.	Structural stability questionable, roof panels missing, garage door damaged some windows out of frames, obvious interior damage.	Partial or total collapse of walls and/or roof, trees through roofs, garage door blown out, obvious structural instability.
1: 2:	Secure building utilities, (as needed) Establish and coordinate Search & Rescue teams with medical triage	Secure building utilities, (as needed) Gather information, (victim locations)	Communicate the location and extent of damage to CERT command or on-scene emergency personnel
3:	personnel Establish "T" and "D" treatment areas	Establish "Sentry" at exit and entry points. Establish and coordinate two and	Secure building perimeter and control access to the structure. Determine if it is safe to shut down
4:	PRIMARY MISSION: Locate, triage, and prioritize removal of victims to treatment area.	four person rescue teams. 5: PRIMARY MISSION: Locate, stabilize, and immediately evacuate	utilities from outside the structure 4. Gather information from witnesses or survivors to determine
5:	Continue evacuation process until all victims are removed and accounted for.	victims to a safe area while minimizing the numbers of rescuers inside.	possibility of victims inside.
6.	Constantly re-assess structural stability	6. Perform triage and medical care in safe area.	
7:	Gather Team members afterward and account for all	Continue rescue efforts until complete or unsafe. Continue re-assessment of structural stability Communicate and document location of heavily trapped or deceased victims	

All three of the Previous Teams, (Rescue, Medical, and Safety) will often be involved together in the initial search and rescue effort, so having "Suggested Operating Procedures" in place prior to an event will make it a safer scene for to work on.

Team members need to know their specific duties on a rescue scene. It can't be stressed enough how important it is to train as teams on a regular basis to insure that each member understands their job under emergency conditions. Fire Department EMT and Paramedic personnel train regularly for situations exactly like this because their need for efficient teamwork is critical on a daily basis.

The following chart will give you an idea of the involvement of various CERT operations for each level of damage.

Team	Damage: Light	Damage: Moderate	Damage: Heavy
Safety/Fire Team	- Utilities as needed - Document	- Utilities - Small fires to save lives - Document	- Utilities from exterior - Document
Search/Rescue Team	- Locate - Triage - Tag - Continue Size-up - Document	- Locate - Stabilize(triage) - Evacuate - Control Perimeter - Continue Size-up - Document	Secure perimeterGather informationDocument
Medical Team	- Triage again - Head to toe in place - Treatment in place - Transport when necessary - Document	 Triage again/safe zone Head to Toe/safe zone Tag Treatment Transport Document 	NO ENTRY
Treatment Area Team	- Triage again - Head to toe - Treatment - Document	- Triage again - Head to toe - Treatment - Document	N/A

Use this chart as the basis for some of your training exercises when your group gets together. The items here aren't all that someone should expect to face, but it will give you guidelines to work from and goals to strive for.

The need to coordinate team work can't be stressed enough, so whenever you have the opportunity to train-do so. Structure your exercises so that several things are going on simultaneously, this makes the sessions much more interesting and fruitful.

If someone in our neighborhood is good with woodworking, have them fashion some "Backboards" with handholds. These are what firefighters use to move victims to safe treatment areas, and they are good for preventing movement of the spinal column when neck or spinal trauma is suspected.

SPECIAL NEEDS, SHELTERING, SUPPLY TEAM:

Primary Responsibilities

- Ensure that children, elderly and disabled persons have pre-arranged caretakers.
- Set up a child/adult care center in the neighborhood
- Learn the locations of the fire stations and schools in your area
- Identify other public shelter locations to help neighbors who are displaced and need shelter.

BEFORE

	Identify and list children who may be home alone at certain times of the day and
	elderly and disabled who may need assistance immediately after a disaster.
	Share this information with the CERT Coordinator.
	Coordinate with the First Aid Team prior to gathering special needs information
	from your neighbors.
	Plan neighborhood activities that enable committee members to meet and establish a
	rapport with the children, elderly and disabled.
	Identify two locations as possible neighborhood child/care centers
	Identify potential sources of food/water near your neighborhood.
	Equip the child/adult care centers with supplies that will comfort them and help
	them participate in the recovery effort.
	Become acquainted with the psychological needs of children, elderly and the
	disabled.
	Develop a strategy for interacting with other CERT Teams and prioritizing disaster
	response activities.
L	AFTER
	III IEK
	Take care of yourself and your family first. Remember, your safety is important.
	Be alert, cautious and watch for hazards.
	Dress appropriately for the weather and hazardous conditions. Wear protective
	clothing, sturdy shoes, goggles, dust mask and latex or rubber gloves.
	Report to the CERT Command Post and get your Team assignment and team mates
	from CERT Command.
	Establish the shelters . Post Shelter signs. Determine where "Special Needs" victims
	will be staged if they can't stay in their homes or have been brought in from
	outside of the neighborhood. Determine what is going to be done to help
_	solve their problems.
	Keep a Team member at the CERT Command Post so you can be aware of
	incoming victims. If you have a problem dealing with a patient, call for
	someone with more medical training than you or try to get help from
_	emergency services.
	Send Team members to systematically check those people on your list of "Special
l_	Needs" , determine their status, take appropriate action, and document.
🗆	Post Regular reports of local availability of ice, water, and food on a bulletin board or
_	other location near the Command Post.
	Designate and stock a food and water storage location and enlist the help of
	volunteers to man it and prepare to supply those in need.
	Keep a log of all people contacted or treated. Record their name, address, what you
1	did what was their response to treatment and include the date and time of

your actions. Communicate all information to CERT Command.

Keep in mind that you could have any number of people look to you for help, many that you weren't aware of, but you can only really prepare for the ones you know about. Dealing with the others will take patience and common sense.

People that show up unannounced may have the solutions to their problems with them; they just may need some help.

Find out if any patients might have a relative that if notified would be able to come get them within a reasonable time period.

This may be a poplar group with everyone. Make sure this Team is fully staffed; their workload will be longer in duration than some of the others. If a disaster affects a large enough area and it is several days before things stabilize, this Team could find themselves working day and night helping those who didn't prepare.

Find out as soon as you can what local, (outside neighborhood), sources of food, water and shelter is available. Post this information prominently and keep your Team members informed. No matter how much you have planned to store for emergency purposes, the speed with which things disappear will amaze you.

Make sure you "squirrel away" plenty of resources for your Teams; it's hard to get people to work without food and water. Stay aware of the fact that some people have no scruples and will tell you anything to get a free meal at someone else's expense and trouble.

Psychological Needs of Children, Elderly and Disabled.

The young, elderly and disabled can easily be overwhelmed by a disaster and may experience difficulty in coping with the situation and their feelings. You can help them by talking openly about what has happened and how you feel about it.

Encourage them to speak freely about whatever is on their minds. Be careful not to argue with them, or tell them how they should feel.

Express you confidence in your ability to help them. Reassure them that the recovery process is underway.

Encourage them to participate in the rebuilding efforts, and explain that as they contribute their skills to the neighborhood, life will return to normal.

COMMUNICATIONS

Primary Responsibilities

- Provide communications of the CERT Teams.
- Establish a communications link with the Rowan County's Emergency Operations Center.
- Monitor local radio and television stations, and share the emergency information with the neighborhood.
- Record information pertaining to the disaster on the neighborhood status board.

BEFORE

Identify the closest fire station and disaster shelter to your neighborhood.
Visit these locations and become familiar with them.
Identify communications resources in your neighborhood, (cellular phones,
HAM Radio Operators, citizen band radios, children's walkie talkies,
etc)
Develop a strategy for interacting with other CERT teams and prioritizing
disaster response activities.

AFTER

	Take care of yourself and your family first. Remember, your safety is
	important. Be alert, cautious and watch for hazards.
	Dress appropriately for the weather and hazardous conditions. Wear protective
	clothing, sturdy shoes, goggles, dust mask and latex or rubber gloves.
	Report to the CERT Command Post and get your Team assignment and team
	mates from CERT Command.
	Assemble your Communications Team ASAP to determine communications
	options available to the group.
	Appoint a "Runner Coordinator" to act as the contact for runners between field
	teams and the Command Post. Also have them determine who has
	bicycles, motorcycles, all-terrain vehicles, or other means of
	transportation for communication purposes.
	Study maps and/or reports of injury and damage as they come in so that this
	information can be passed on to the Rowan County's Emergency
	Operations Center.
	Monitor TV and radio broadcasts for information about the disaster and the
	status of local hospital, shelters, roads, and other important details.
	Post regular reports of important developments on a bulletin board or other
	location near the CERT Command Post.
	Report all major problems to the Rowan County's Emergency Operations Center.
	Coordinate with Emergency Response Units when they arrive.
_	continue with miner Series are with the series

This is a critical Team. Communications is one thing most disaster victims are lacking after an event. Those assigned to this Team need to identify beforehand all the forms of communications they will have to consider. If CERT Command is the focal point of activity, then determine ahead of time who would want to get information form Command and who would Command need to contact.

Some of these contacts might be:

- Rowan County's Emergency Operations Center/ Salisbury Fire Department
- Local or out of town relatives of your neighbors
- People in the neighborhood that want to know the status of things
- Disaster Assistance Coordinators trying to determine the level of need in your area
- Field Teams, Treatments Areas, Transport locations, etc...
- Local News and Emergency Broadcast Bands
- HAM and CB Operators

DAMAGE ASSESSMENT COMMITTEE

Primary Responsibilities

- Conduct a preliminary and detailed damage assessment survey of the neighborhood
- Give these damage assessment surveys to CERT Command
- Advise neighbors to keep written records, photographs and a video of the contents of their homes.

BEFORE

Become familiar with the Damage Assessment Key and forms.
Design a map and divide the street into three or four sections to quickly assess
the damage in the neighborhood.
Encourage your neighbors to place two copies of their important documents,
(an inventory list of household contents, tax records, insurance
policies, journals, etc), in a safe place. These documents will be
needed to complete insurance claims and disaster assistant forms.
Identify, collect and store necessary supplies to complete preliminary and
detailed damage assessment surveys.
Develop a strategy for interacting with other CERT Teams and prioritizing
response activities.

AFTER

 AFIER
Take care of yourself and your family first. Remember, your safety is
important. Be alert, cautious and watch for hazards.
Dress appropriately for the weather and hazardous conditions. Wear protective
clothing, sturdy shoes, goggles, dust mask and latex or rubber gloves.
Report to the CERT Command Post and get your Team assignment and team
mates from CERT Command.
Check each house in your assigned area.
Do Preliminary Damage Assessment as you work through the neighborhood.
Indicate the number of problems you find and make any necessary
notes of other storm related damage you find in the area. Get this
information to CERT Command and the Communications Team
ASAP.
Keep a log of all homes you find damaged during the Preliminary Damage
Assessment. Record the address, the extent of damage, and include
the date and time. These properties will need a Secondary
Assessment.
Report uninhabitable dwellings to the Shelter Team.
Urge all neighbors to inventory their losses and photograph damage; both for
insurance claims and disaster assistance claims. Remind everybody
to keep receipts of any repair material purchased.
Find out where Disaster Assistance Centers, (DACs), will be located and
inform neighbors.
Communicate all information to CERT Command ASAP.

If you're a member of this Team, work with members of the Safety Team to determine problems that your

neighborhood is vulnerable to in advance of an event. If you have a good number of large trees, where will they fall? If you have a lake, creek or stream, close by, will it create a flooding problem? Where will power lines likely end up after high winds or ice storms? Do you have businesses near you that deal in or store hazardous materials?

Find someone in your neighborhood that knows insurance; they can become the local specialist on what you can do before and what to do after damage is done. Find someone that understands construction and repair. They may be able to give classes or prepare checklists on assessing damage or strengthening homes. Try to get your Team members to understand damage assessment and the mitigation efforts that can be accomplished prior to an event.

Preliminary Damage Survey Form

Team	Leader/Members:				
Date		Start Time		End Time	
		Nei	ighborhood or Streets	Reported	
_					

Total Number	Type of Damage/Problem
	Small fires
	Large fires
	Gas leaks
	Broken/Damage Water Lines
	Broken/Damage Water Mains
	Power Lines Down on Houses
	Power Lines Down on Street
	Trees on Houses
	Trees Blocking Street
	Other Items Blocking Street
	Light Damage
	Moderate Damage
	Heavy Damage
	Total Destruction
	Flooded Streets
	Flooded Houses
	OK Signs
	HELP SIGNS
	No Signs

LOGISTICS OFFICER

Primary Responsibilities

- Manage resources available in the neighborhood and Coordinate communications with the outside world.
- Coordinates efforts of Communication Team, Special Needs, Sheltering, and Supply Team.
- Possess and be familiar of duties of CERT Command.

BEFORE

Be prepared to fill in for CERT COMMAND
Identify and be familiar with resources available to the neighborhood/CERT.
Be familiar with the Incident Command System
Be able to prioritize request for resources and ways of communicating with the
outside world.

AFTER

Take care of yourself and your family first. Remember, your safety is
important. Be alert, cautious and watch for hazards.
Dress appropriately for the weather and hazardous conditions. Wear protective
clothing, sturdy shoes, goggles, dust mask and latex or rubber gloves.
Report to the CERT Command Post and get your Team assignment and team
mates from CERT Command.
Meet with Communications to start coordinating activities
Meet with Special Needs/Sheltering/and Supply to start coordinating activities
Appoint a "Staging Area" Officer to coordinate volunteers and Team members
that arrive late, identify a Staging Area.
Document the status of each team and what they report
Appoint a "Message System Coordinator" to keep track of reports that come in
and know what tasks have been completed and what remains to be
done.
Report all major problems to CERT Command or the Emergency Management
System
Coordinate with Emergency Response Units when they arrive.

The logistics officer will coordinate several "Support" Teams and must possess many of the same qualities required of the CERT Leader. The primary objective of this position is to supply teams with "Resources" and coordinate communications to the "outside world".

The Big Picture

Your CERT is intended to be able to operate in such a way that your CERT Leader would be able to describe to Emergency Management the condition of your area of responsibility and the people within it. The system just described may appear overwhelming at first glance, but the longer your area is without aid from the "outside", the more this structure will have to be developed.

The important thing to remember is that you need leadership with a plan in order to make it through the first

few days of a real disaster.	Without it, you will be at the mercy of the situation and all that comes with it

CERT APPLICATION FORM

Attachment 1

Last Name	, First Name	e, MI:							
Address						Telephone #			
D.O.B.			Social	Security	7				
NC Drivers	s License			Issued			Ex	pires	
Name of N	eighborhoo	d/Subdiv	ision/B	usiness					
Occupation	1								
Crime water	ch member				Where?				
CPR Cours	se	When			First Aid	d	W	hen	
Do you have yes.	ve disaster re	elated ex	perienc	e, list if					
Are you an	Amateur R	adio Ope	rator	С	all Sign			Class	
SKILLS	(list any spe	cialized :	skills y	ou may l	have, i.e.,	MD, DVM, RI	N, LI	PN, Para	medic, EM
Are you ph	nysically fit t	o partici	pate in	this prog	gram?				
CERT F	PROGRAM	USE O	NLY -	DO NO	T COMP	LETE THIS S	SEC'	TION	
CERT Tear	m Assigned	to				Date			-
CERT Cou	ırse complet	ed				Date			
CERT Equ	ipment Issu	ed.				By:			

applic.frm

MEMORANDUM OF UNDERSTANDING

ATTACHMENT 1A

have completed the Rowan County training for Community							
Emergency Response Teams. I understand that as a member of a Community Emergency Response Team							
that my role in Emergency Response is limited to those actions in response to a bonafide emergency and							
under the policies of the Rowan CERT progra	m. I understand that I am responsible for all equipment that is						
issued to me and that the equipment is the pro-	operty of the Salisbury Fire Department. I further understand						
that if I leave the Rowan County CERT progr	ram that I will be expected to turn in all equipment issued in						
good working condition.							
I understand that as a member of a CERT. my	y responsibilities are to myself, my family, my neighbors and						
then to the surrounding neighborhood as direc	cted by the CERT leader or designated point of contact from the						
Police or Fire Department.							
Signature Date	Printed Name						
Address	CERT Neighborhood Name						
Rowan County CERT Program Representative	ve						

DOCUMENTATION

Documentation is vital to the overall success of the recovery effort. There are two basic categories of documentation that CERT's will use.

- Response Teams and their functional groups are responsible for providing CERT Command with ongoing information about group status, damage assessment, and ongoing needs.
- CERT Command is responsible for documenting situation status, including incident locations, support locations, access routes, and identified hazards. This information is essential for tracking the overall situation. As information becomes available in the EOC from CERT's, emergency management officials can begin to get a "feel" for the damage caused by the event.

Forms for Documentation

Form	Purpose
Preliminary Damage Survey	Completed by Damage Assessment Team Count the number of problems found
Damage Assessment Survey	 Completed by field Team Leaders. Provides summary of overall hazards in specific areas, including: Fires Utility Hazards, Flooding Structural Damage Injuries and casualties Available access Essential for CERT Command to prioritize and formulate action plans.
Group Status Sheet	 Completed by field Team Leaders. Used for: Tracking personnel assigned to Team Monitoring Team accountability
Message Form	 Used for sending messages between CERT Command and field Teams. Should be clear and concise and address key issues such as: Assignment complete or reason otherwise Additional resources required Special information Status Update
Incident Status Board	Used by CERT Command to keep abreast of overall situation

DAMAGE ASSESSMENT SURVEY

Page #	Person Reporting:	Date Report:
	Person Receiving:	Time:

Hazards

Time	Location	Fires Burning/out	Gas Leaks	Water Leaks	Electrical	Chemical
	1.					
	2.					
	3.					
	4.					
	5.					
	6.					
	7.					
	8.					
	9.					
	10.					

Local	Structures		People			Roads	
Match # above	Damaged	Destroyed	Injured	Trapped	Dead	Access	No Access
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

This form will give CERT Command and eventually the Rowan Emergency Operations Center a "Snapshot" of the damage the teams encounter as they move through their assigned areas. The form should be sent back to CERT Command after each street is checked. If there are more houses on the street than on the form, then make sure it is noted that there is more than one sheet

attached. The picture that CERT Command can help Rowan the recovery process.	County formulate with this information will be extremely valuable in
	38

GROUP STATUS SHEET

Team				Assignment		
Leader:				Asst. Leader		
Resources	Start Time	Inc. Num.	Assignment		End Time	Remarks
Team #						
Member 1	rs:					
2						
3						
4						
5						
Resources	Start Time	Inc. Num.	Assi	gnment	End Time	Remarks
Team #						
Member 1	rs:					
2						
3						
4						
5						
Resources	Start Time	Inc. Num.	Assi	gnment	End Time	Remarks
Team #						
Member 1	rs:					
2						
3						
4						
5						

If you are a Team Leader and have more than one team to coordinate, assign and indicate the Team Number of each Team under your command. If you only have three or four people to work with, use the form to keep track of each new assignment.

MESSAGE FORM

то		FROM				TIME		
	MESSAGE CENTER USE ONLY							
Incid	ent #:							
Time	;							
Date								
	□INCOMING				□OUTGO	DING		
MES	SAGE TEXT:							

INCIDENT STATUS BOARD

INCIDENT #	TIME	ADDRESS/LOCATION	FIRE	SAR	MED	END TIME

Local Resources and Contact Info						
FOR ALL EMERGENCEIC FIRE OR EMS OR POLICE CALL 911						
American Red Cross	Disaster Services	704-633-3854				
Duke Power	Power	1-800-POWERON				
NC Highway Patrol	Law Enforcement	704-637-0207				
Piedmont Natural Gas	Natural Gas Service	1-800-356-2593				
Poison Control	Poisoning	1-800-848-6946				
Rowan Behavioral	Mental Health	704-633-3616				
Services						
Rowan Emergency	Disaster Haz-Mat	704-638-0911 Ext. 300				
Management Director		or 911				
Rowan EMS	EMS	911				
Rowan Fire Marshal's	Haz-Mat Fire Services	704-638-0911 Ext. 301				
Office		or 911				
Rowan Health	Community Health	704-6330411				
Department						
Rowan I&R	Information & Referral	704-6338-3131				
Rowan Rescue Squad	Rescue	704-633-5405 or 911				
Rowan Sheriff's Office	Law Enforcement	704-636-1011 or 911				
Salisbury Fire	Fire Haz-Mat Rescue	704-638-5351 or 911				
Department						
Salisbury Police	Law Enforcement	704-638-5333 or 911				
Salisbury Rowan Water	Water/Sewer for	704-638-5390				
Utilities	Salisbury, East Spencer,					
	Rockwell City and					
	Granite Quarry					

Document revised: 8-19-04 MTM